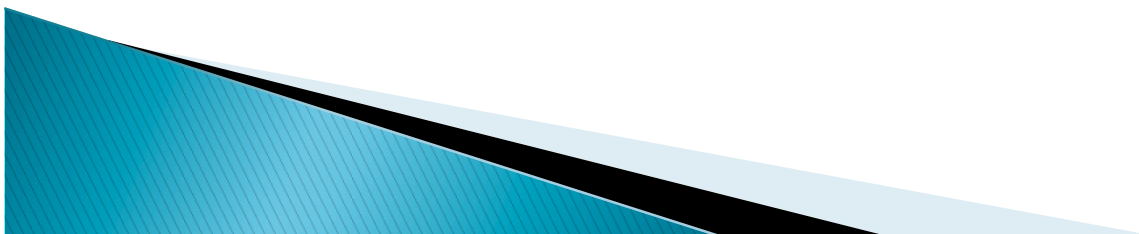


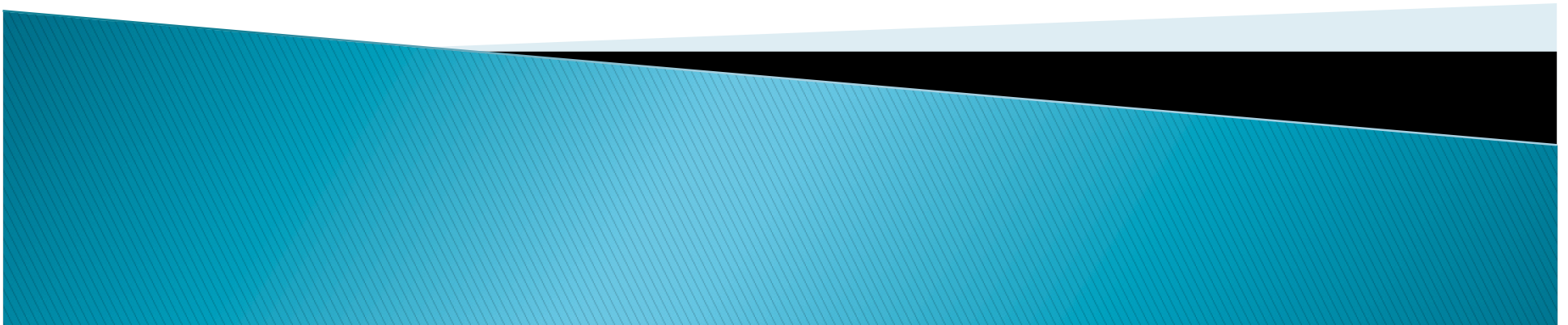
SPRING TRAINING INSTITUTE



CONTEMPORARY LEADERSHIP MODELS IN A RAPIDLY CHANGING WORLD

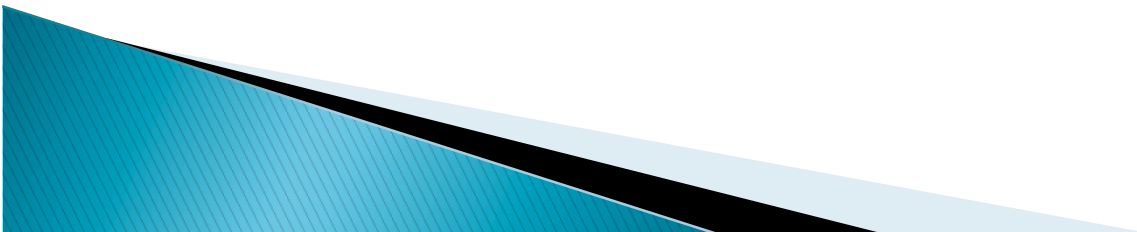
Jacquelyn Christmas, BSW, MPA

May 29, 2014



Overview of Training

- ▶ Globalization
- ▶ Leadership models past and present
- ▶ Situational Leadership II
- ▶ SMART Goals
- ▶ Stakeholders
- ▶ Servant Leadership – is this the future?

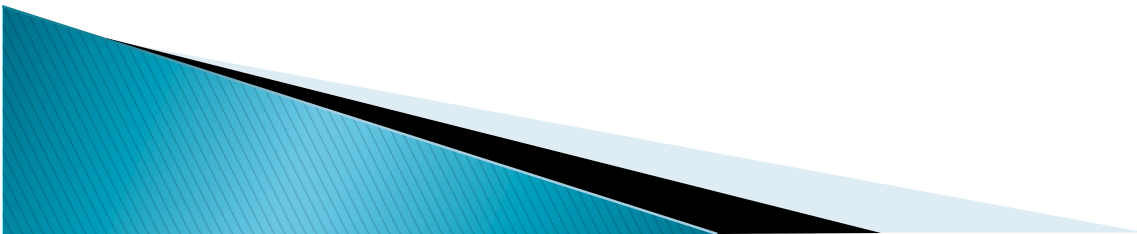


Good Leadership = High Performing Organizations

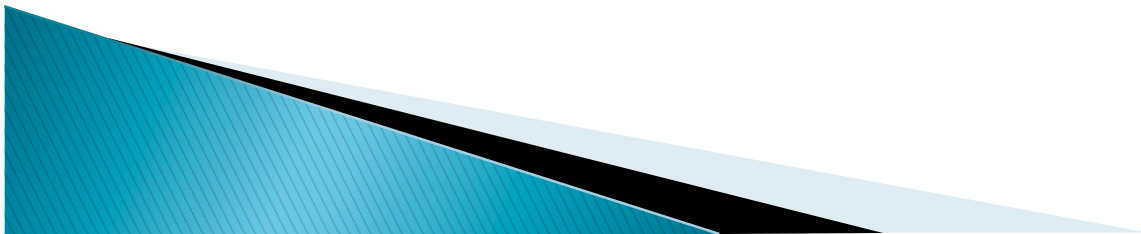


Question

Do you have to be in management to be a leader?



“Management is doing things right;
leadership is doing the right things”.
-Peter Drucker



LEADERSHIP is Action,
not Position.

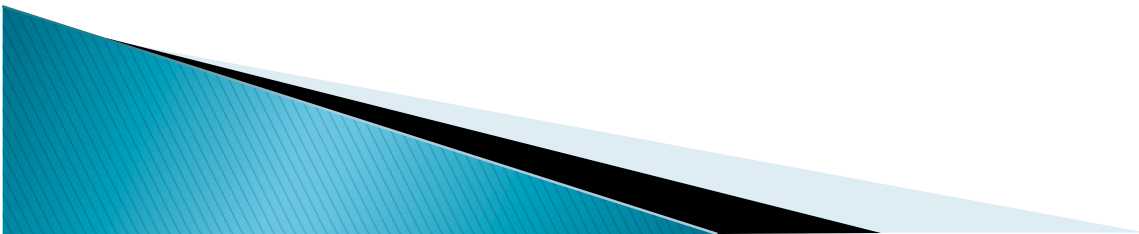


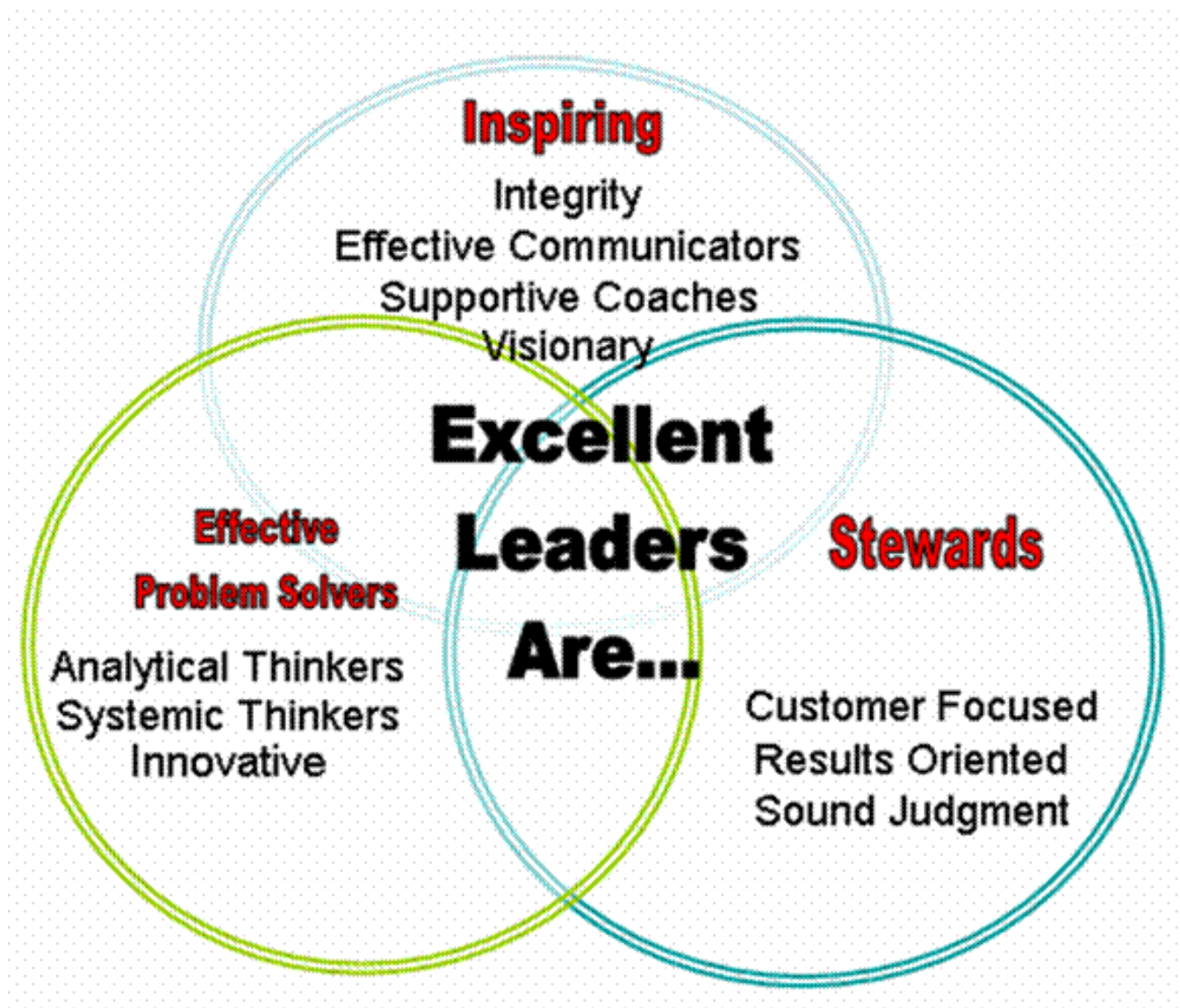
QUOTESBUDDY
COM

—DONALD H. MCGANNON

Question

Are all managers leaders?

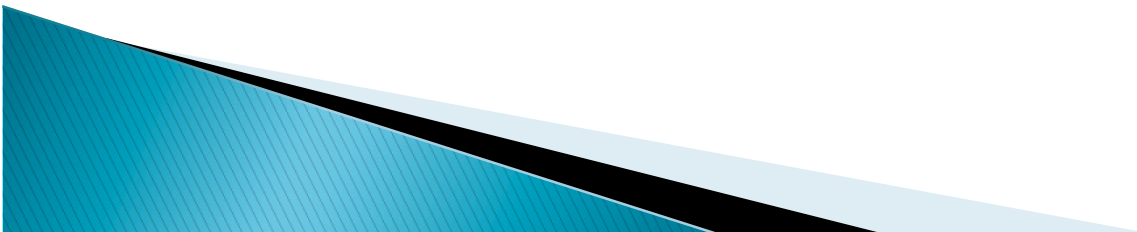




A Changing World

- ▶ Globalization is the interconnectedness of the world
- ▶ Global integration
 - Economy
 - Politics
 - Culture
 - Law

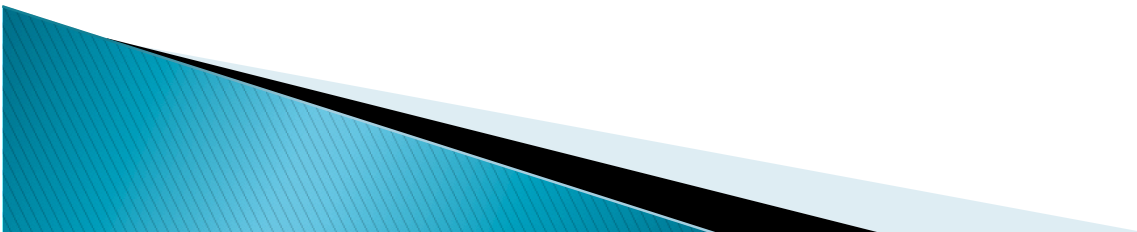
Global Policy Forum



Globalization Factors

- ▶ Communications
- ▶ Transportation
- ▶ Computer technology
- ▶ Mass migration and the movement of peoples
- ▶ Products
- ▶ Finances

Global Policy Forum

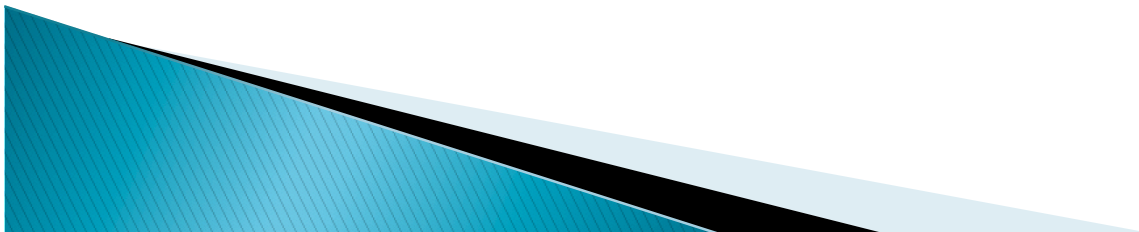


Globalization Challenges

- ▶ Widely differing expectations
- ▶ Standards of living
- ▶ Cultures and values
- ▶ Legal systems
- ▶ Unexpected global cause-and-effect linkages

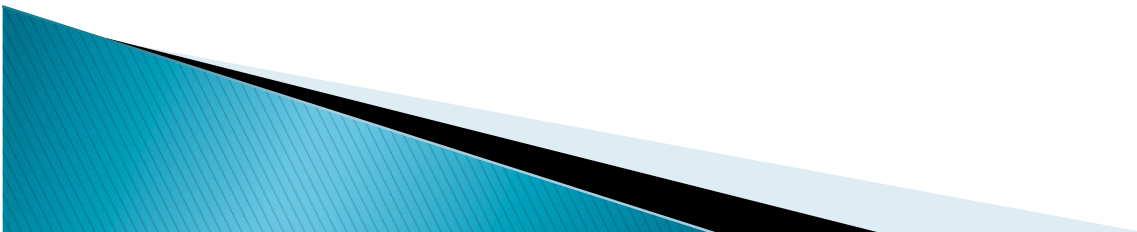
Leadership Models

- ▶ Traditional
 - Command and control
 - Transactional
- ▶ Contemporary
 - Transformational
 - Spiritual leadership
 - Authentic
 - Servant



Command and Control

- ▶ Military
- ▶ Civilian
- ▶ Extrinsic motivation
 - Rewards
 - Punishment



Transactional

- ▶ Bureaucratic
- ▶ Hierarchical
- ▶ Specific lines of authority
- ▶ No incentive or expectation to perform above performance expectations

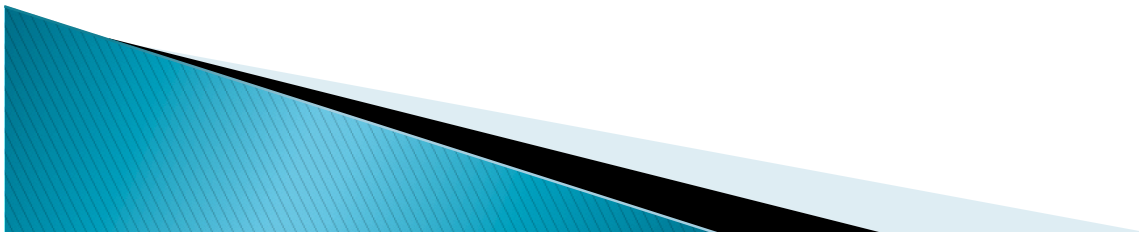
Jung; Schneider



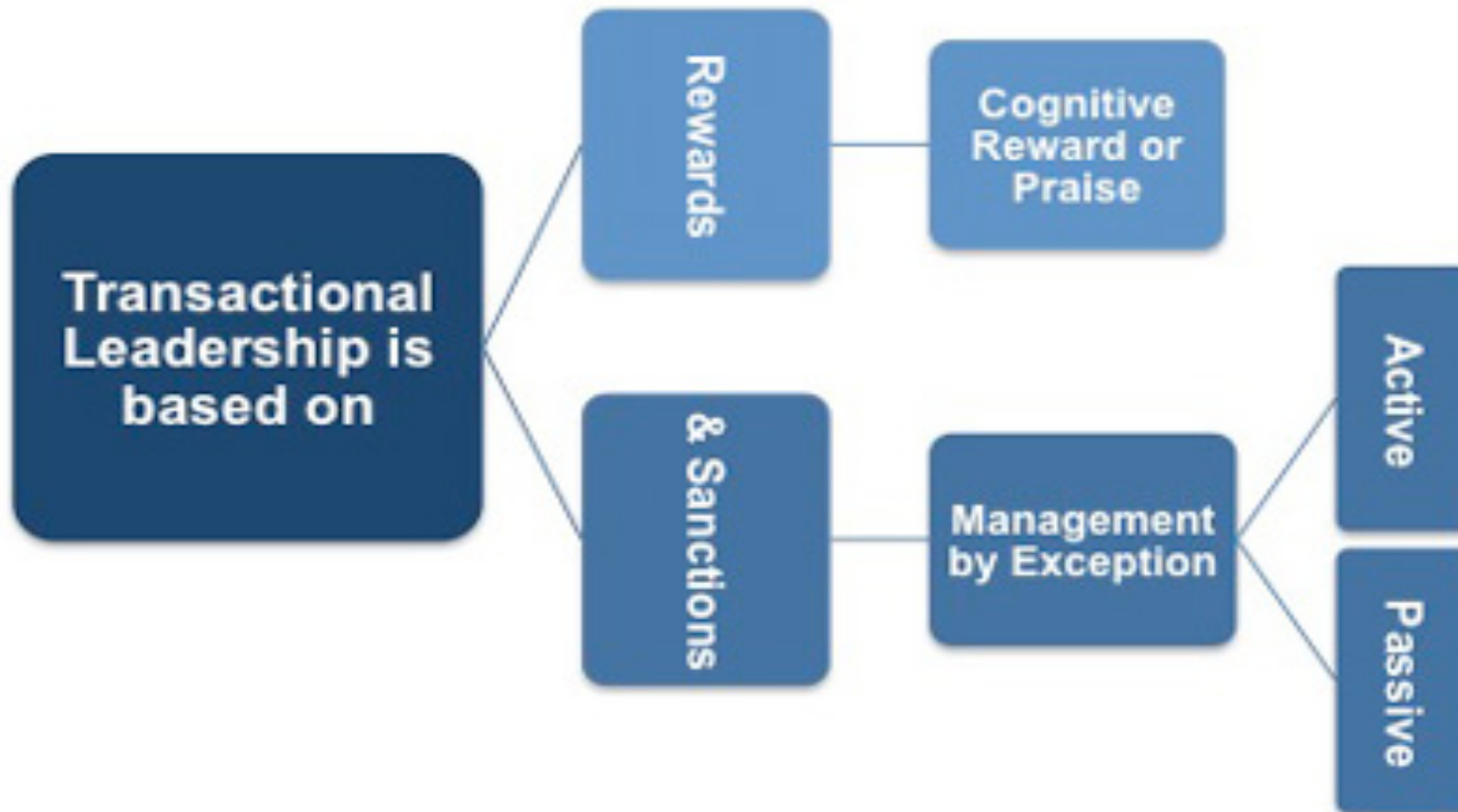
4 Dimensions of Transactional

- ▶ Contingent rewards
- ▶ Active management by exception
- ▶ Passive management by exception
- ▶ Laissez-faire
- ▶ Does not maximize potential

Jung; Schneider

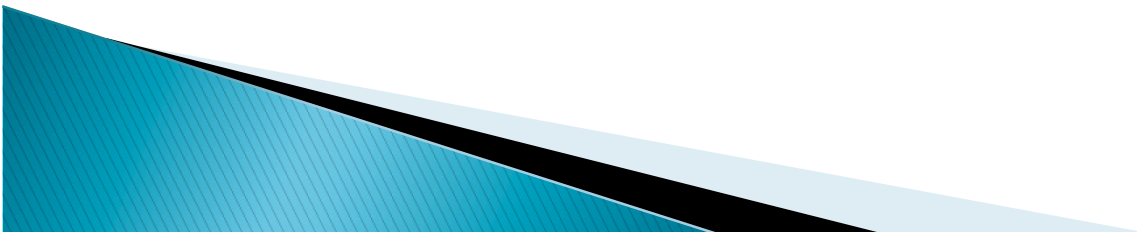


Transactional Leadership



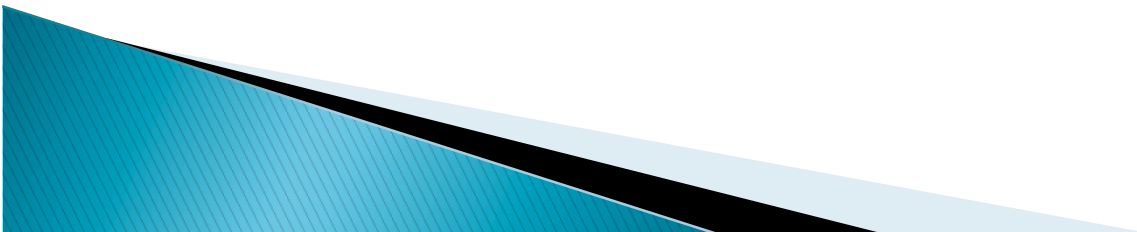
Transformational Leadership

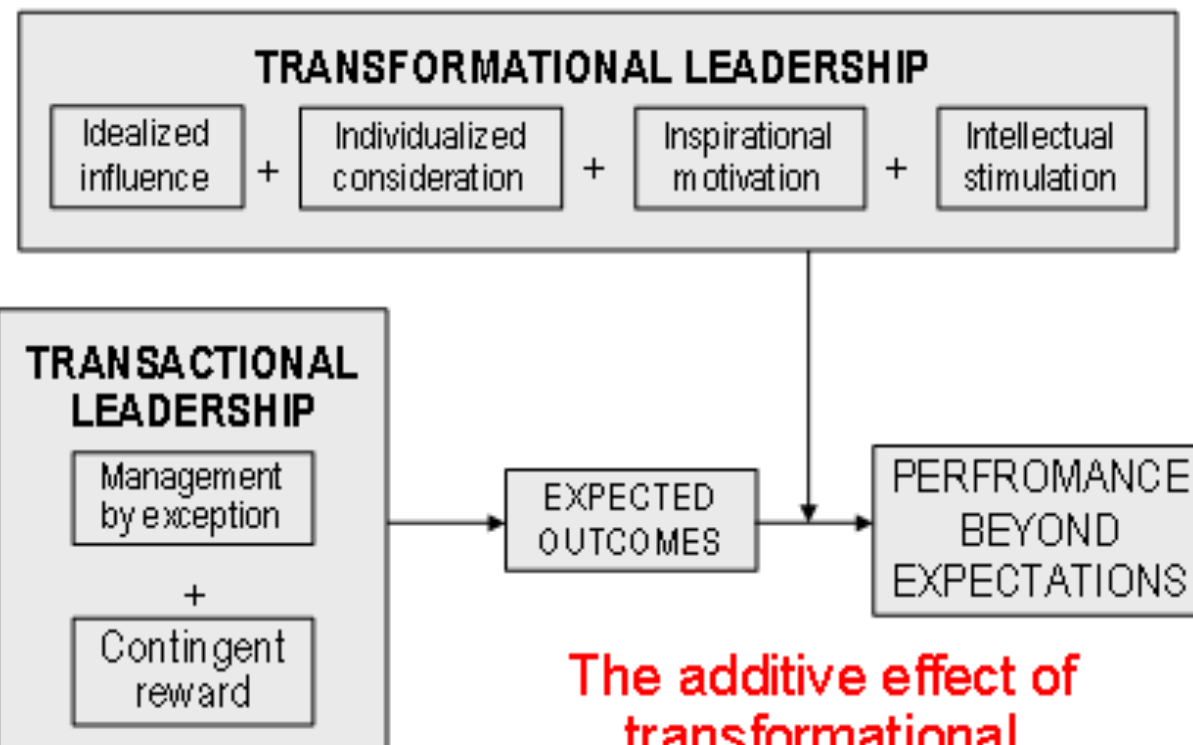
- ▶ Values based
- ▶ Meaningful
- ▶ Higher purpose



Transformational Leader Behavior

- ▶ Idealized influence
- ▶ Inspirational motivation
- ▶ Intellectual stimulation
- ▶ Individual consideration





**The additive effect of
transformational
leadership**

(Adapted from Bass & Avolio, 1990)

Contrast

Transactional

Leadership is responsive

Works within the organizational culture

Transactional leaders make employees achieve organizational objectives through rewards and punishment

Motivates followers by appealing to their own self-interest

Transformational

Leadership is proactive

Work to change the organizational culture by implementing new ideas

Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values

Motivates followers by encouraging them to transcend their own interests for those of the group or unit

Transactional leadership theory

Spiritual Leadership

Characteristics of Spiritual Leaders

- ▶ They lead others into their own encounters with God
- ▶ They lead others to discover their own purpose and identity
- ▶ They lead others into transformation—not just production
- ▶ They impact their atmosphere
- ▶ They help people see old things in new ways
- ▶ They gain a following because of who they are—not because of a position they hold
- ▶ They influence more than they direct, and they inspire more than they instruct

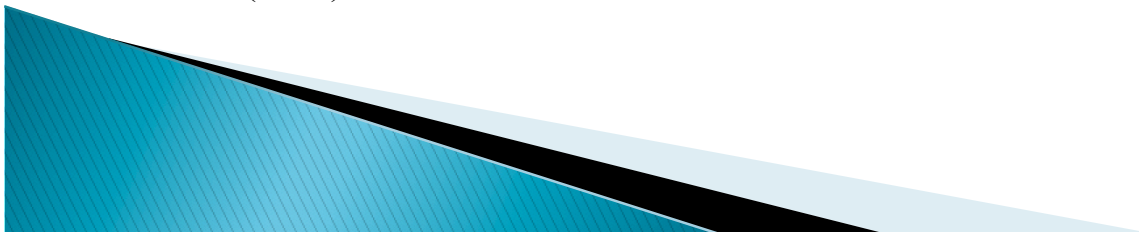
Hyatt, Michael. (n.d.).



Authentic Leadership

- ▶ Self-aware and genuine
- ▶ Mission driven and focused on results
- ▶ Lead with their heart
- ▶ Focus on the long-term

Kruse (2013)



SITUATIONAL LEADERSHIP II



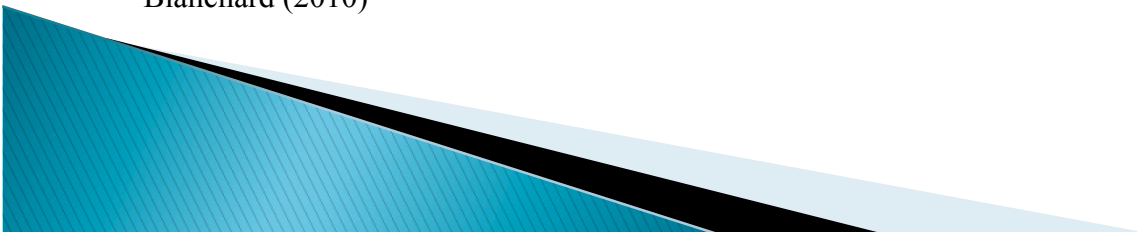
Situational Approach To Leadership Managerial Leadership Styles



Situational Leadership II

- ▶ Individual's development
- ▶ Leader's behavior

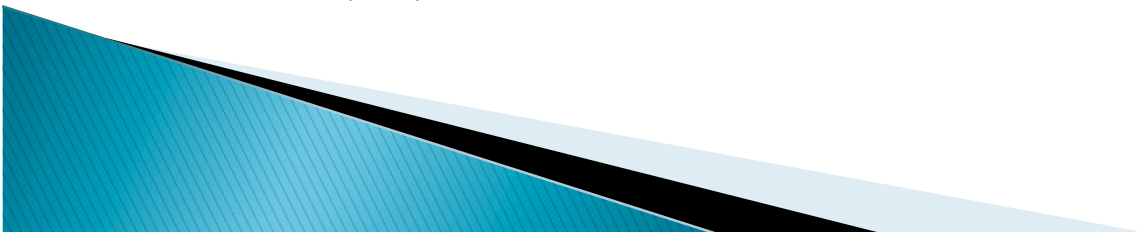
Blanchard (2010)



Situation 1 - Telling

- ▶ Maturity level 2
 - Employee – low competency & high commitment
- ▶ Leadership style 2
 - Supervisor – high directive & low supportive

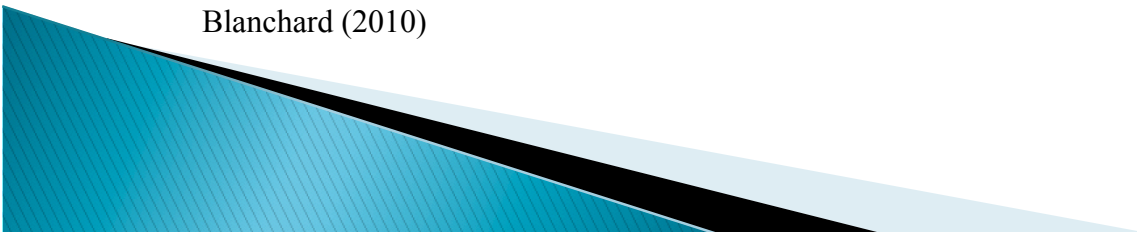
Blanchard (2010)



Situation 2 - Selling

- ▶ Maturity level 2
 - Employee - low to some competency & low to some commitment
- ▶ Leadership style 2
 - Supervisor — high directive & high supportive behavior

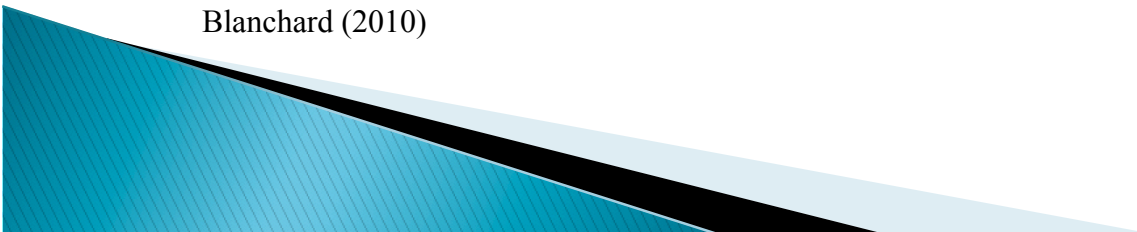
Blanchard (2010)



Situation 3 - Participating

- ▶ Maturity level 3
 - Employee – Moderate to high competency & variable commitment
- ▶ Leadership style 3
 - Supervisor – High supportive & low directive behavior

Blanchard (2010)

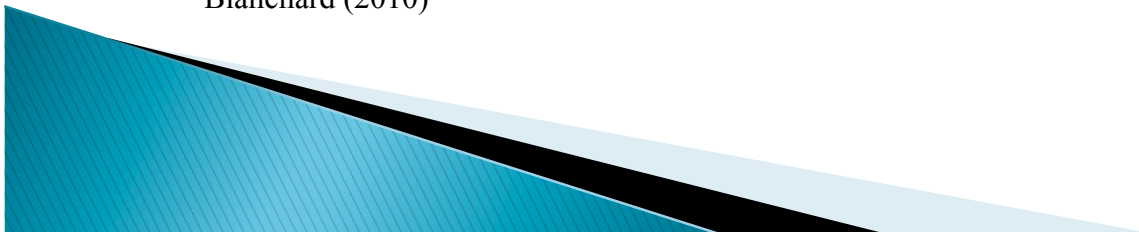


Situation 4 -Delegating

- ▶ Maturity level 4
 - Employee - High competency & high commitment
- ▶ Leadership style 4
 - Supervisor - Low supportive & low directive behavior

Gives the employee authority to make decisions.

Blanchard (2010)



Coach

- ▶ Culture encourages high performance
- ▶ Matches leadership to development



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Blanchard (2010)

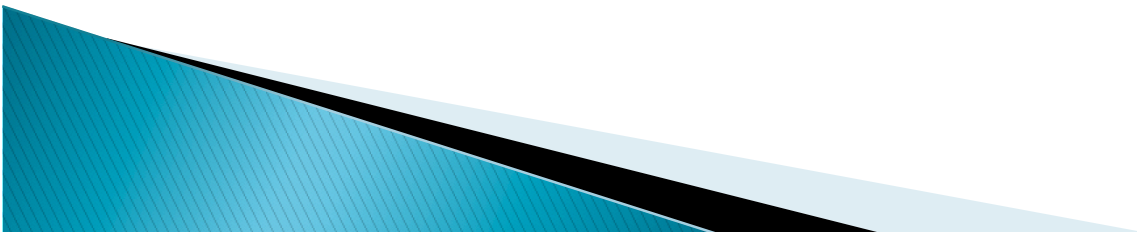
Example of SL – Scenario 1

You're about to take a 2 week vacation, and your job responsibilities will be covered by an experienced colleague. She's very knowledgeable regarding your responsibilities, and is happy to cover for you.

Instead of trusting her to do the work, you spend a great deal of time developing a detailed list of what tasks need to be completed and give full instructions on how to do them.

Maturity level?

Leadership style?



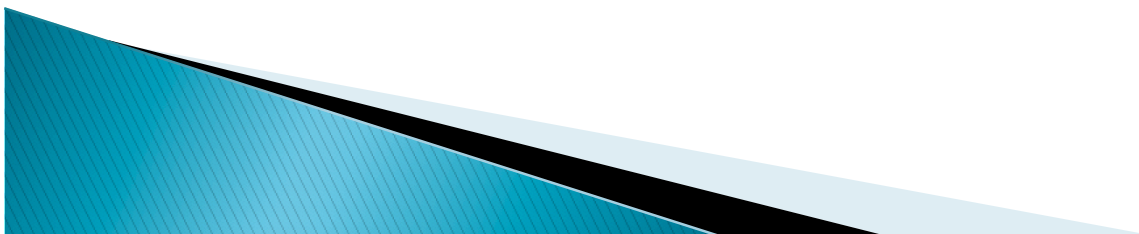
Answer

You're about to take a 2 week vacation, and your job responsibilities will be covered by an experienced colleague. She's very knowledgeable regarding your responsibilities, and is happy to cover for you.

Instead of trusting her to do the work, you spend a great deal of time developing a detailed list of what tasks need to be completed and give full instructions on how to do them.

Maturity level – M4

Leadership style – S4

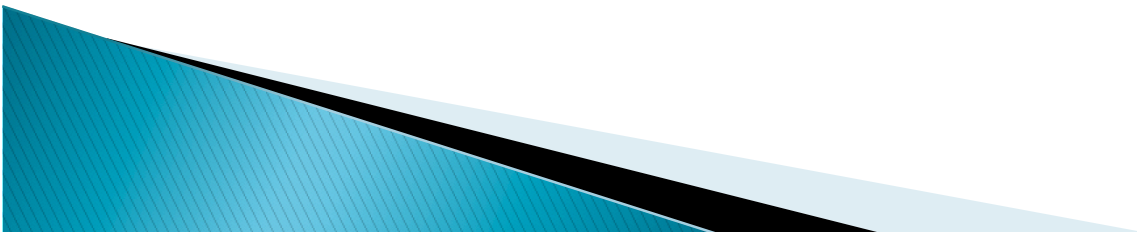


Example of SL - Scenario 2

You've just been charged with leading a new team. It's your first time working with this group of people. As far as you know, team members have many of the necessary skills to reach the department's goals, but not all of them. They're excited to work on the project and willing to do the work.

Maturity level?

Leadership style?



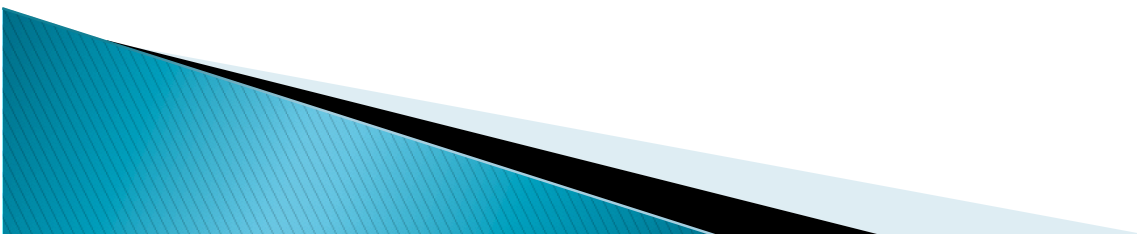
Answer

You've just been charged with leading a new team. It's your first time working with this group of people. As far as you know, team members have many of the necessary skills to reach the department's goals, but not all of them. They're excited to work on the project and willing to do the work.

You estimate they're at an M3 maturity level, so you use the matching S3 leadership style. You coach them through the project's goals, pushing and teaching where necessary, but largely leaving them to make their own decisions. As a result, their relationship with you is strengthened, and the team is successful.

Maturity level – M3

Leadership style – S3

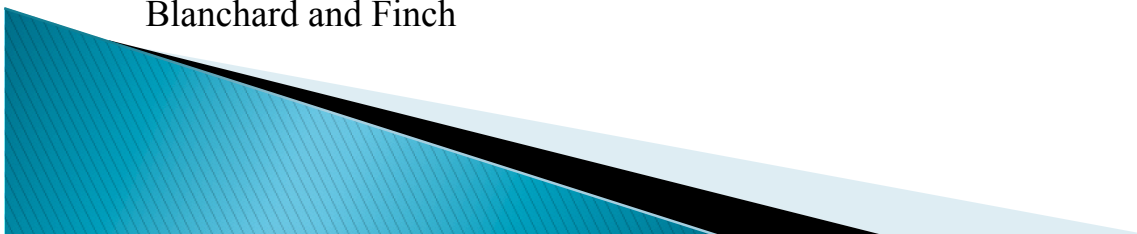


One Minute Managing

- ▶ Goal setting
- ▶ Praise
- ▶ Reprimands
- ▶ Redirection
- ▶ Apologize



Blanchard and Finch

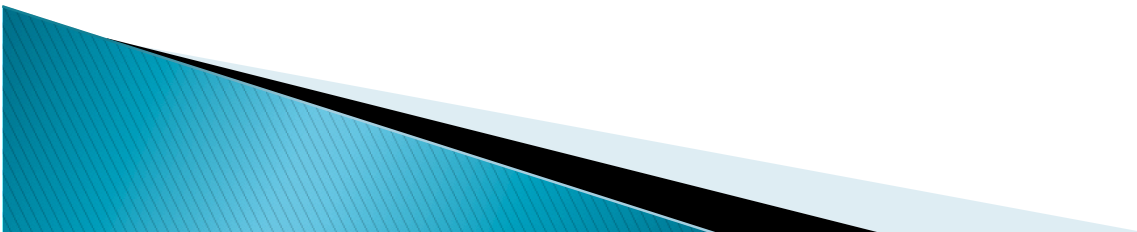




SMART Goals

- ▶ **S**pecific
- ▶ **M**easurable
- ▶ **A**ttainable
- ▶ **R**ealistic
- ▶ **T**imely

Blanchard (2010)

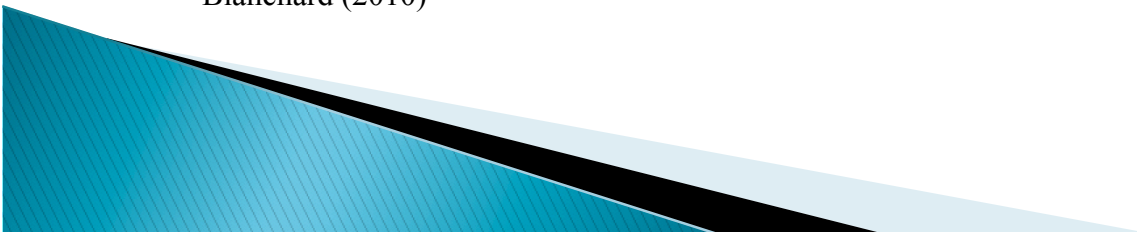


SMART Goals

► Specific

- What am I going to do?
- Why is this important to do at this time?
- What do I want to ultimately accomplish?
- How am I going to do it?

Blanchard (2010)

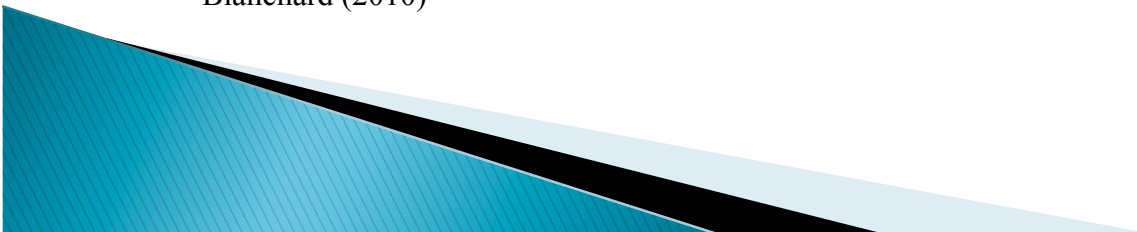


SMART Goals

- ▶ Measurable

- How will I know that I have reached my goal?

Blanchard (2010)

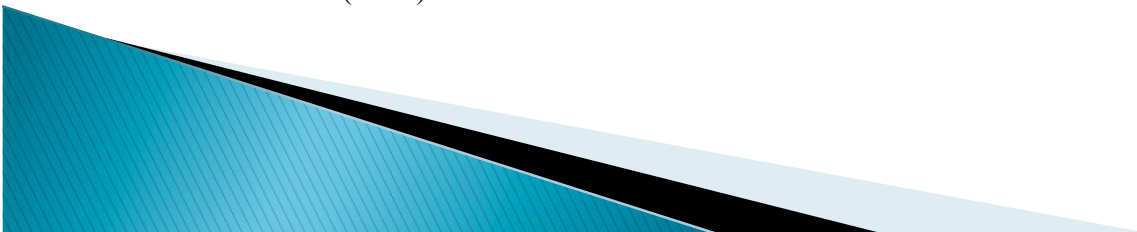


SMART Goals

▶ Attainable

- Can I see myself achieving this goal?
- Can I break it down into manageable pieces?

Blanchard (2010)



SMART Goals

► Realistic

- Is the goal too difficult to reach?
- Too easy?

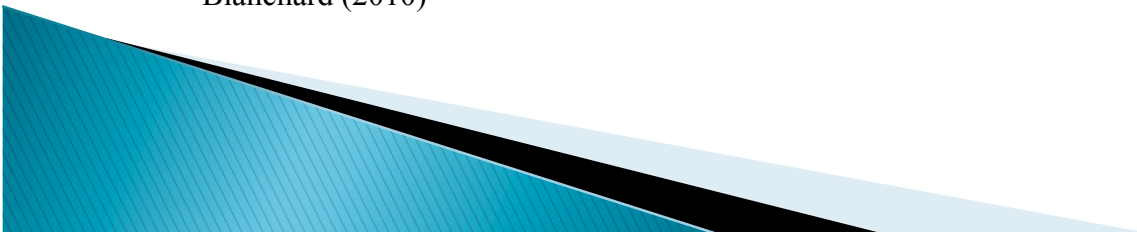
Blanchard (2010)

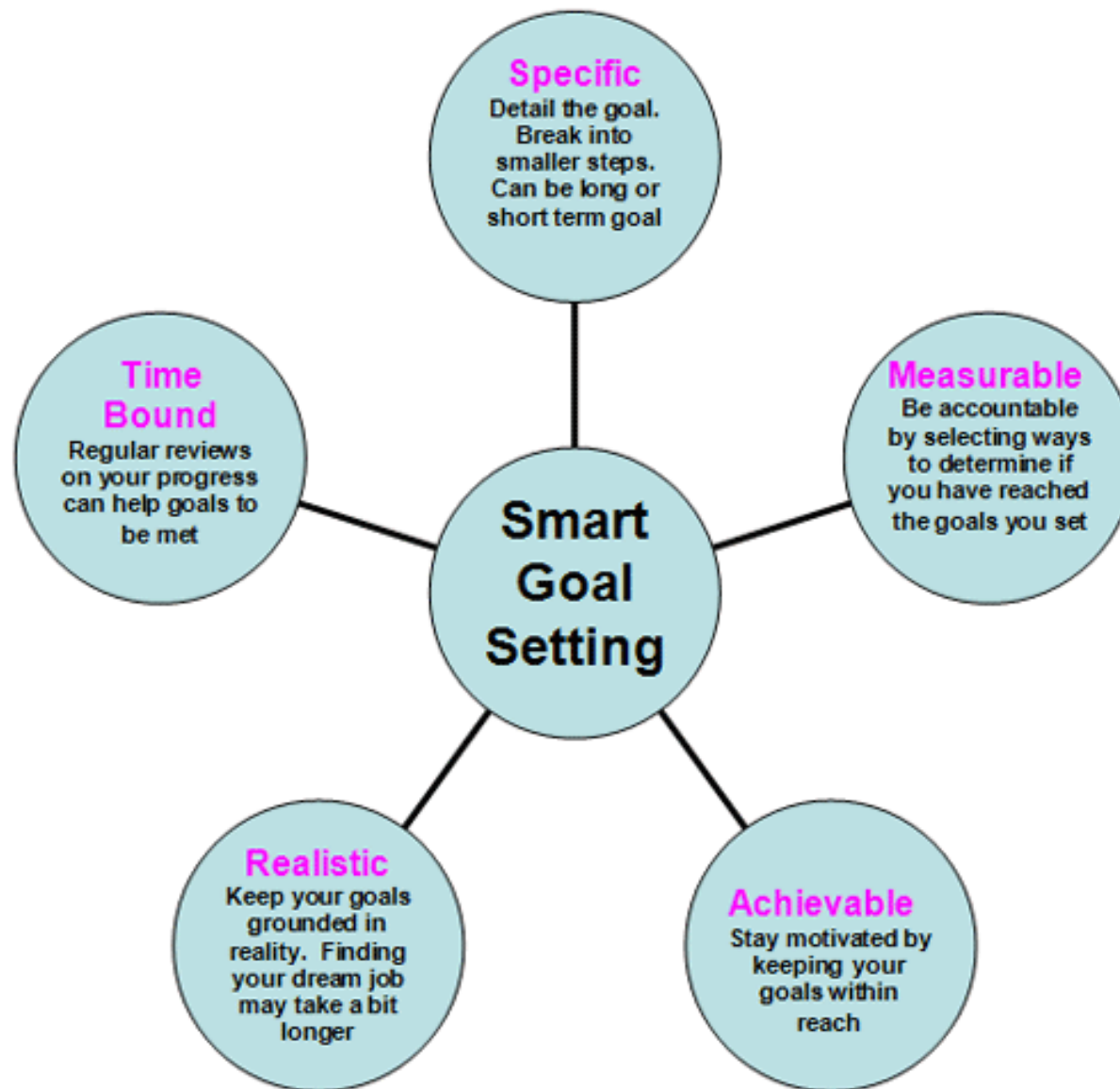


SMART Goals

- ▶ Timely
 - What is my target date for reaching my goal?

Blanchard (2010)

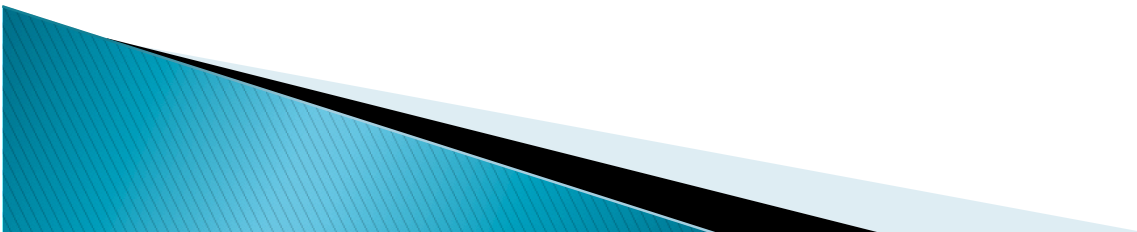




Vision

- ▶ Knowing who you are
- ▶ Where you are going
- ▶ What will guide your journey

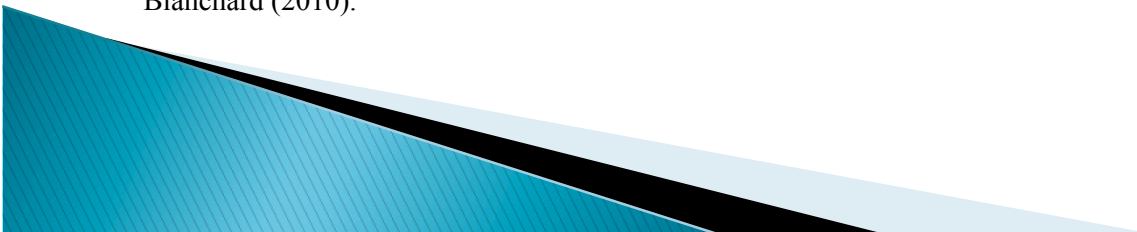
Blanchard (2010).



Developing a Vision

- ▶ Significant purpose
- ▶ Picture of the future
- ▶ Clear values

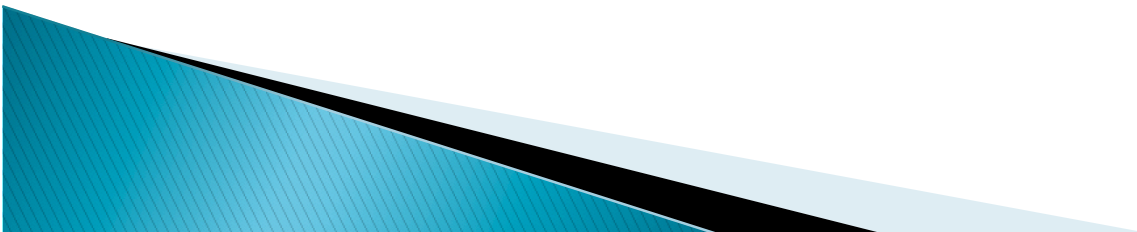
Blanchard (2010).



Stakeholders

- ▶ Historically
 - Shareholders
- ▶ Contemporary
 - Shareholders
 - Consumers
 - Employees

Schneider (2002)

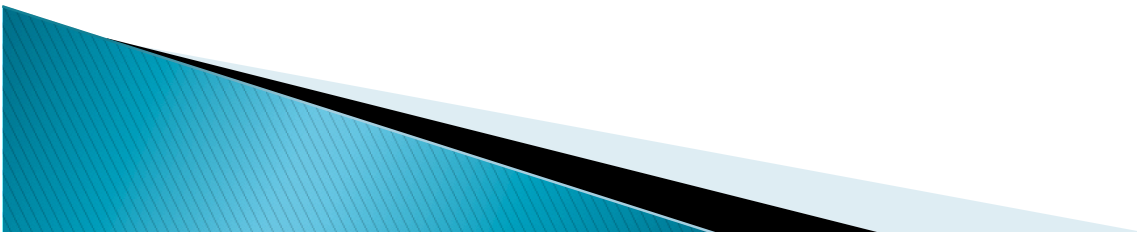




DMH Vision

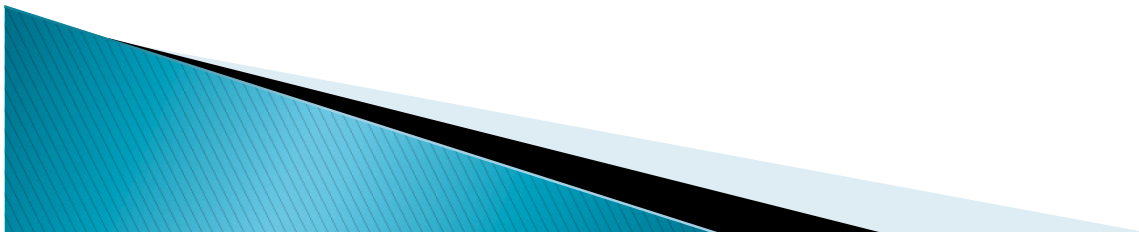
“Hope, opportunity, and community inclusion”

“Missourians receiving mental health services will have the opportunity to pursue their dreams and live their lives as valued members of their communities”



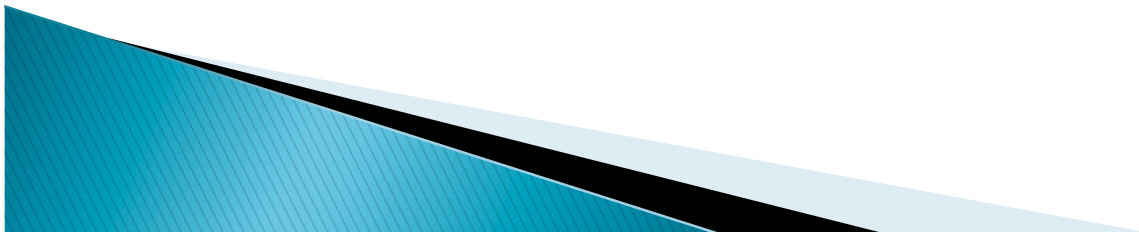
DMH Values

- ▶ **Community Inclusion**
 - Missourians who participate in mental health services are welcomed and equally included in education, work, housing, and social opportunities in their communities.
- ▶ **Accessible, Safe, Affordable, and Integrated Services**
 - Missourians with mental health needs easily access safe, affordable, and integrated medical and behavioral services.
- ▶ **Partners in Personal Service Design**
 - Missourians participating in mental health services are active partners in designing their services and supports.
- ▶ **Effectiveness Measured by Participant Outcomes**
 - The effectiveness of Missouri's mental health services is measured by meaningful outcomes experienced by the people receiving them.



DMH Values

- ▶ Valued and Motivated Staff
 - Missourians receive mental health services from competent, motivated, and highly valued staff serving as effective stewards of the public trust.
- ▶ Prevention and Early Intervention
 - Emphasizing prevention and early intervention strategies avoids or minimizes the mental health problems of Missourians
- ▶ Respected Unique Participant Characteristics
 - Missourians participating in mental health services are valued for their uniqueness and diversity and respected without regard to age, ethnicity, gender, race, religion, sexual orientation, or socio-economic condition



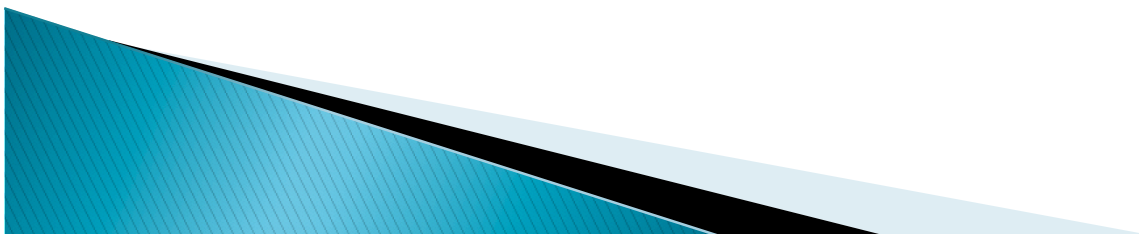
Servant Leadership

- ▶ Robert Greenleaf – 1970

- AT&T (38-year career)
- Director of Management Development
- The Servant as Leader was published in 1970
- Servant leadership was for people of all faiths and all institutions, secular and religious

- ▶ “The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...”

Robert K. Greenleaf Center for Servant Leadership

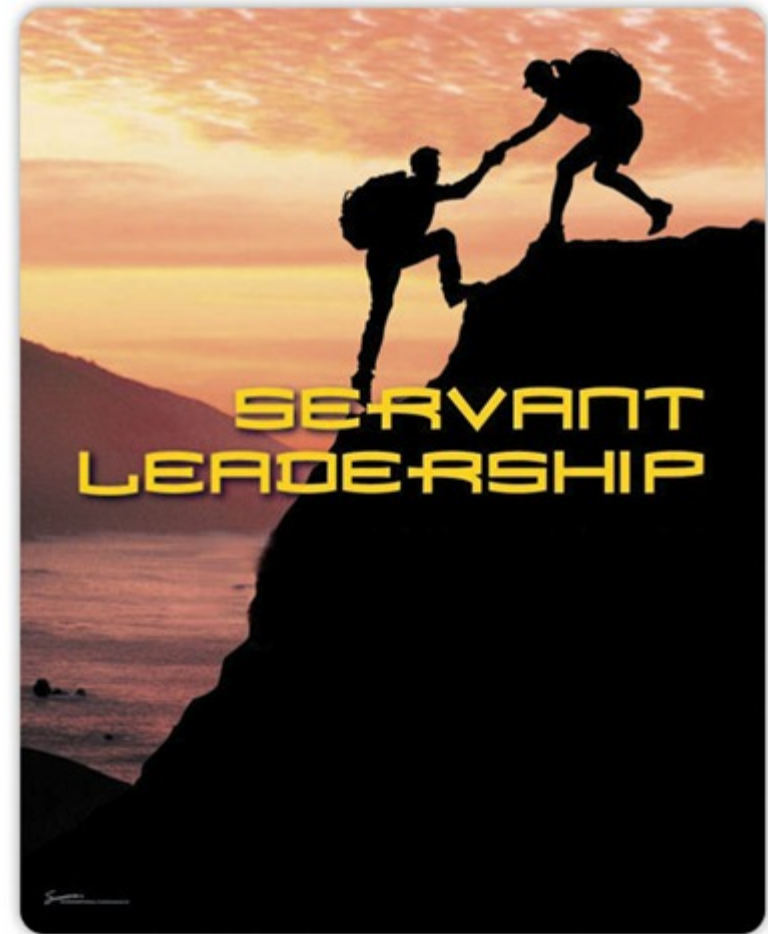


Servant Leadership

Characteristics of Servant Leaders

- ▶ Agapao love
- ▶ Humility
- ▶ Altruism
- ▶ Vision
- ▶ Trust
- ▶ Empowerment
- ▶ Service

Blanchard (2010)

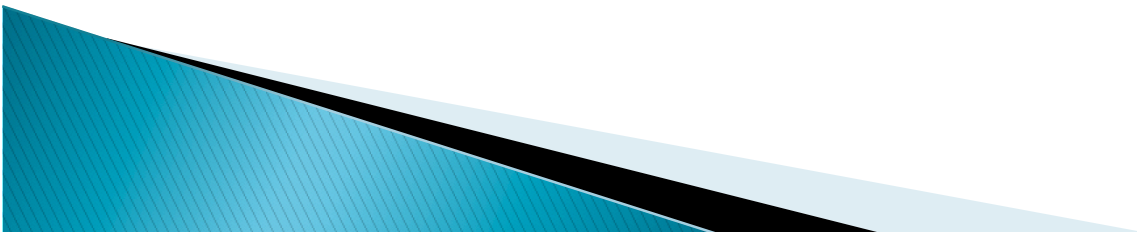


Servant Leadership

Six Dimensions of Servant Leadership and Corresponding Behaviors

- ▶ Voluntary subordination, which includes
 - Service
- ▶ Authentic self which includes
 - Humility
 - Integrity
 - Accountability
 - Security
 - Vulnerability
- ▶ Covenantal relationship which includes
 - Acceptance
 - Availability
 - Equality
 - Collaboration

Blanchard (2010)



Servant Leadership

Six Dimensions of Servant Leadership and Corresponding Behaviors

- ▶ Responsible morality
 - Moral reasoning
 - Moral action
- ▶ Transcendental spirituality
 - Religiousness
 - Interconnectedness
 - Sense of mission
 - Wholeness
- ▶ Transforming influence
 - Vision
 - Modeling
 - Mentoring
 - Trust
 - Empowerment

Blanchard (2010)



Martin Luther King Jr.

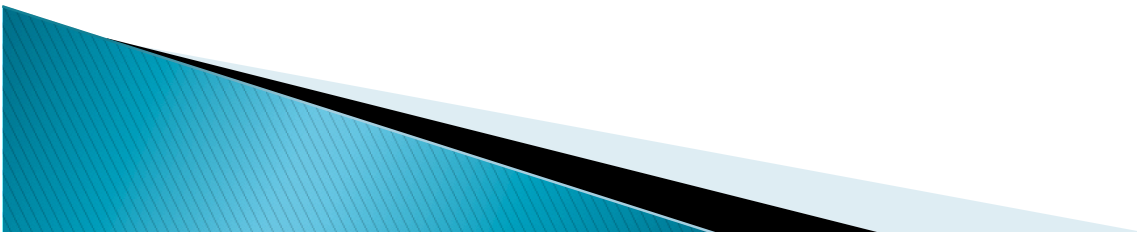
Jan. 15, 1929 – April 4, 1968



Martin Luther King Jr.

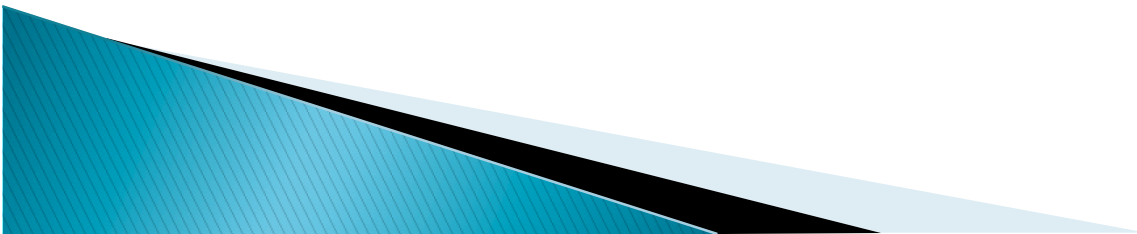
"Everybody can be great because anybody can serve...You only need a heart full of grace, a soul generated by love. And you can be that servant."

- Dr. Martin Luther King



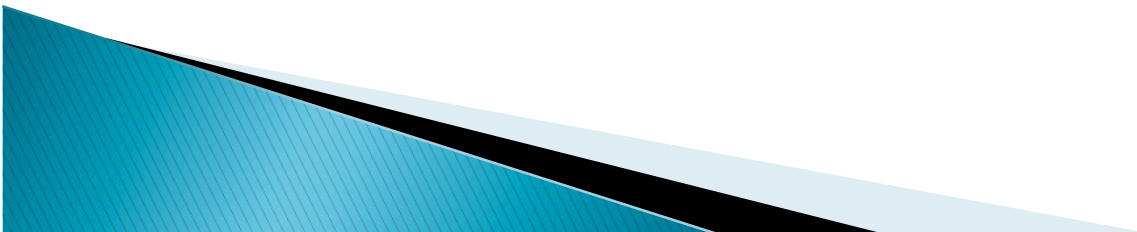
Martin Luther King Jr.

- ▶ What leadership model?



Martin Luther King Jr.

- ▶ What leadership model?
 - Transformational
 - Servant

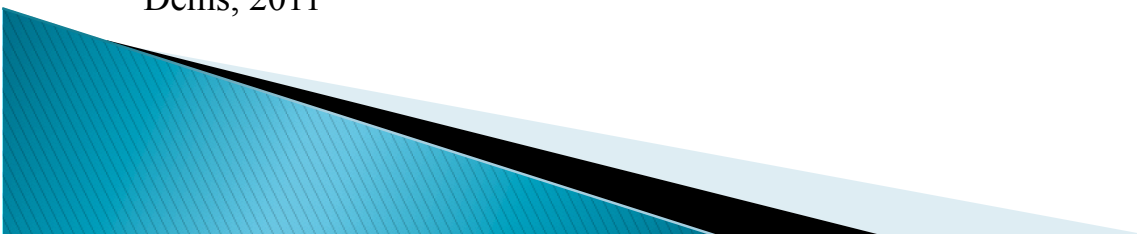


Examples of Transformational Leaders

Leaders motivate their followers and appeal to their sense of ideals and morals to motivate them into accomplishing their job tasks. They empower their followers by using their own belief system drawing heavily on their personal strengths. They inspire others.

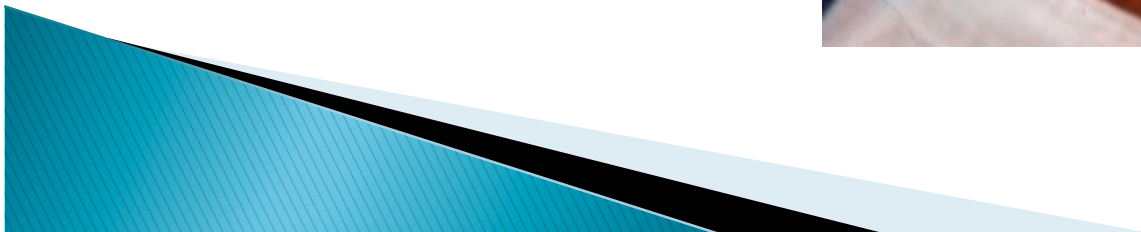
Famous transformational leaders include Martin Luther King Jr. and Walt Disney.

Dems, 2011



Mother Teresa

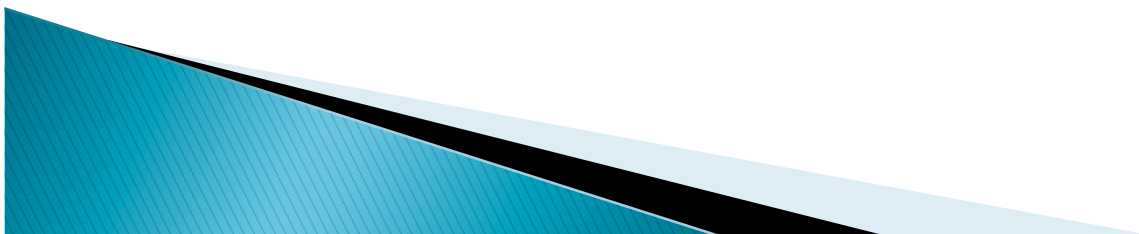
Aug. 26, 1910 – Sept. 05, 1997



In the beginning she was just one woman, with no money and no supplies, trying to help the people of India, the millions of poor, starving, and dying that lived on the streets of India.

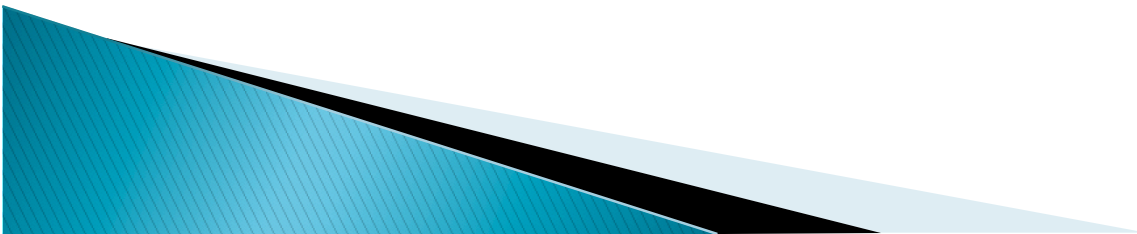
She believed God would provide.

Rosenburg



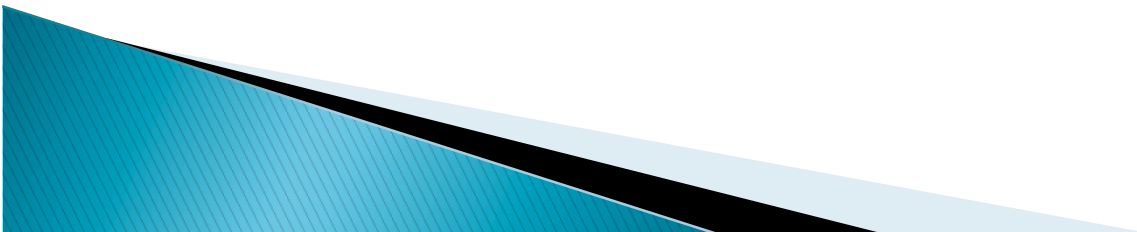
Mother Teresa

- ▶ What leadership model?



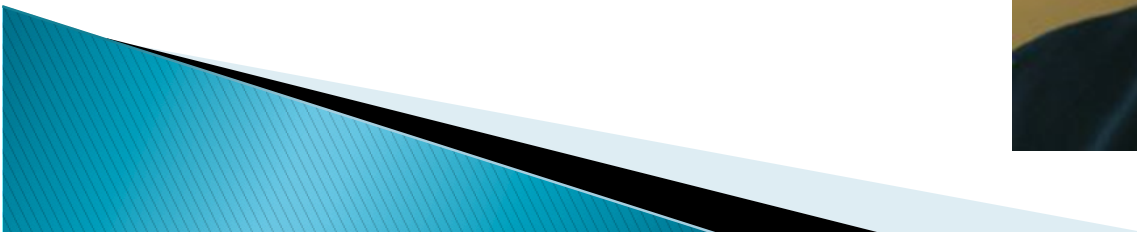
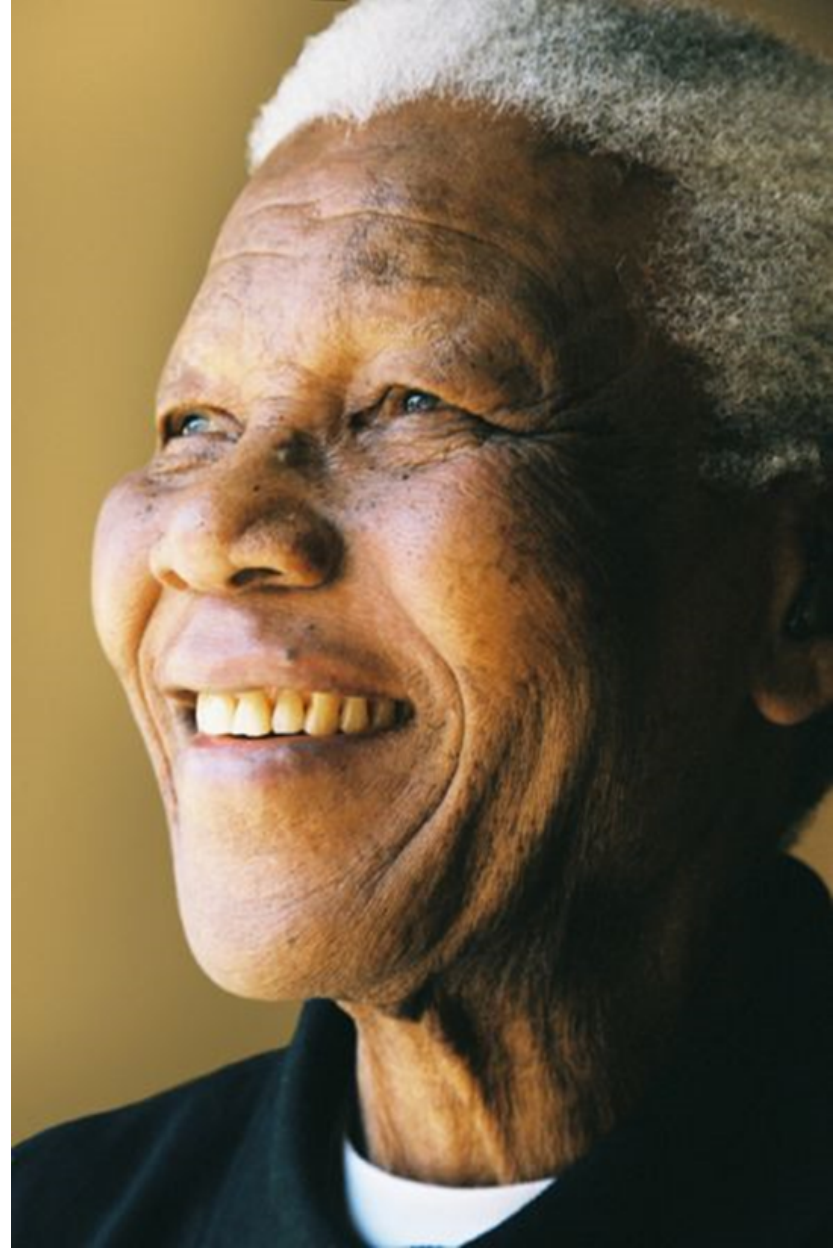
Mother Teresa

- ▶ What leadership model?
 - Spiritual



Nelson Mandela

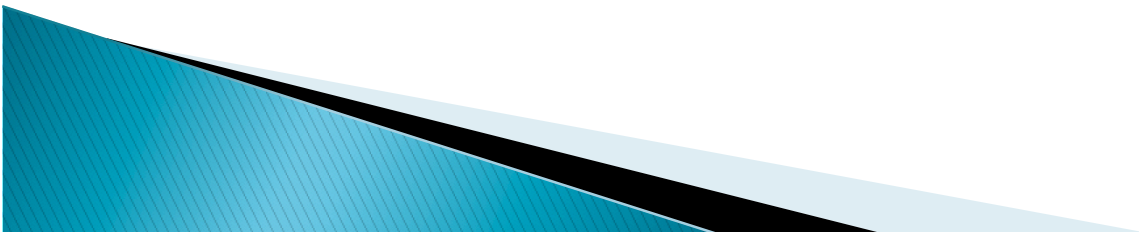
July 18, 1918 - Dec. 5, 2013



Nelson Mandela

“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.”

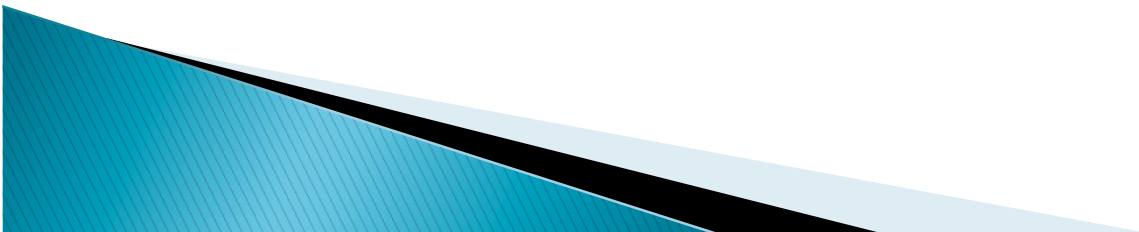
- Nelson Mandela



Nelson Mandela

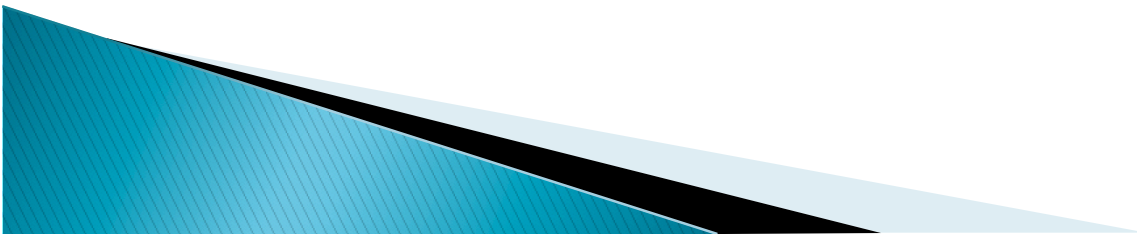
“As a leader... I have always endeavored to listen to what each and every person in a discussion had to say before venturing my own opinion. Oftentimes, my own opinion will simply represent a consensus of what I heard in the discussion. I always remember the axiom: a leader is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”

- Nelson Mandela



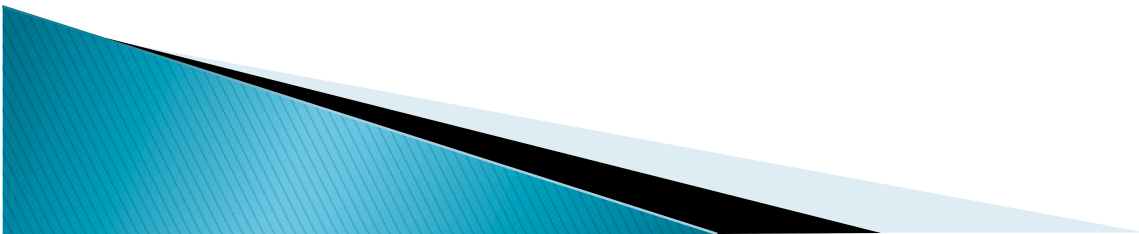
Nelson Mandela

- ▶ What leadership model?



Nelson Mandela

- ▶ What leadership model?
 - Servant

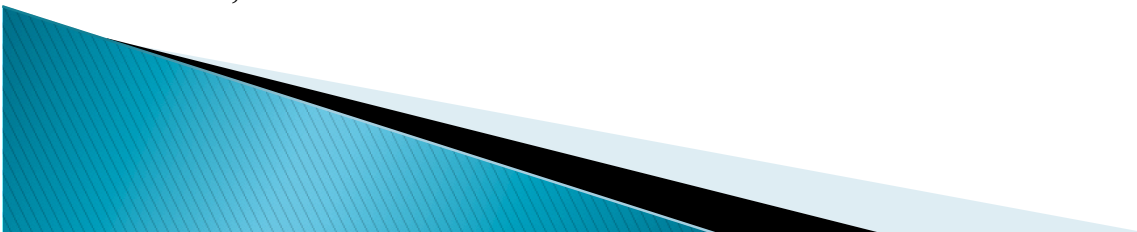


Examples of Servant Leaders

The leader takes care of the needs of the followers before their own. Instead of acting superior to their subordinates, the leaders act as servants. “The leader feels that they need to serve their followers rather than force upon them what they want.”

Examples of servant leaders include George Washington, Gandhi and Cesar Chavez.

Dems, 2011

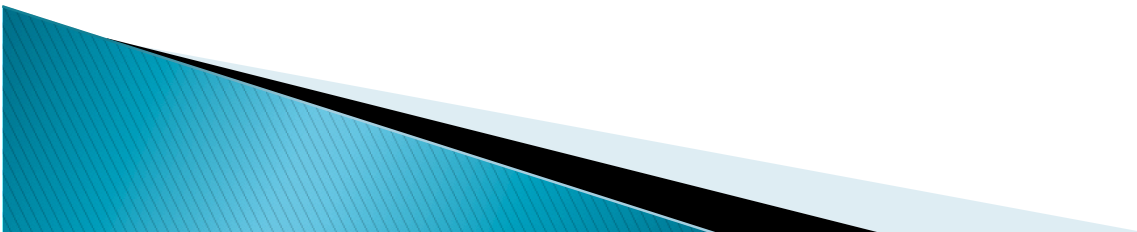


Leadership

George Washington

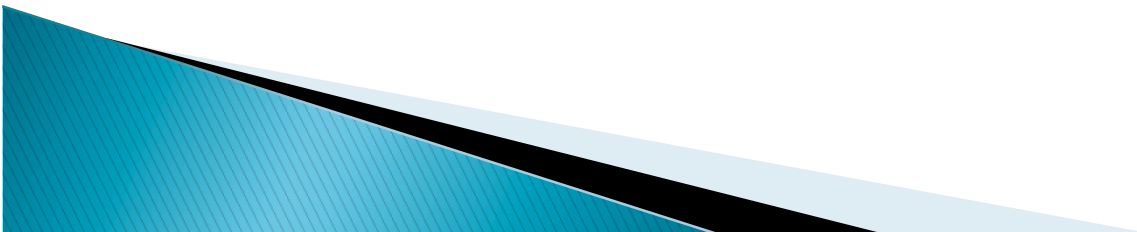
Feb. 22, 1732 – Dec. 14, 1799

Washington was known for his high standard of character and his commitment to his soldiers' welfare and discipline.



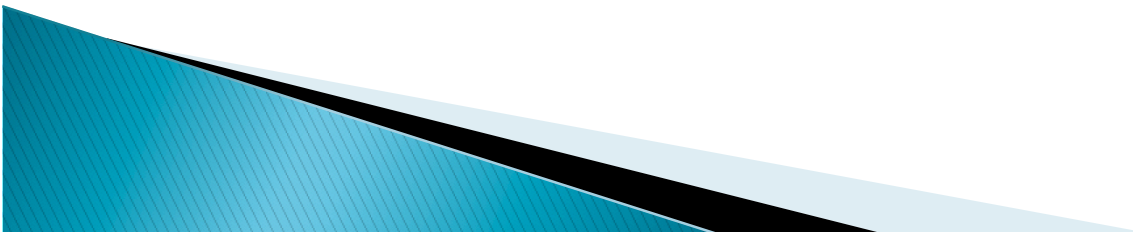
“There go the people. I must follow them for I am their leader.”

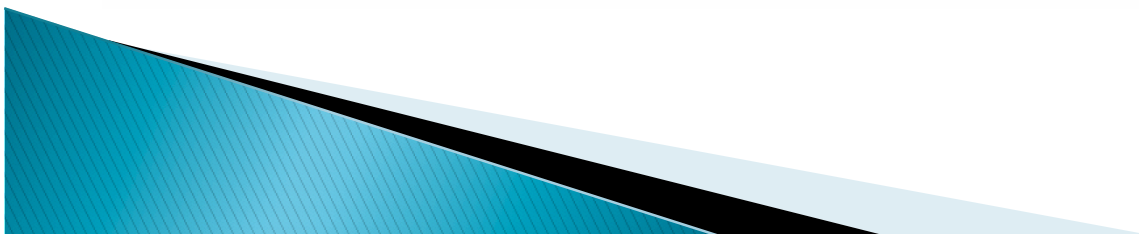
-Alexandre Ledru-Rollin



Servant Leadership Application

- ▶ Vision
- ▶ Implementation
 - Help people achieve their goals





“The real leader has no need to lead-he is content to point the way.”

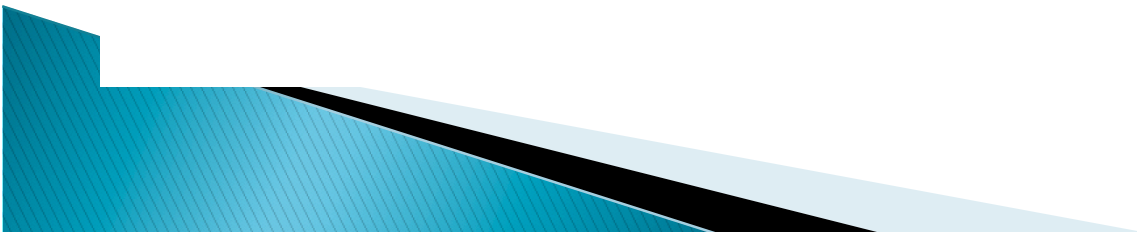
-Henry Miller



Examples of SL Corporations



**SOUTHWEST
AIRLINES**



Southwest Airlines

- ▶ Productivity
 - Highest industry productivity
- ▶ Compensation
 - Pay rates are significantly higher
- ▶ Gratitude to employees
 - CEO frequently expresses appreciation, employee hard work and dedication

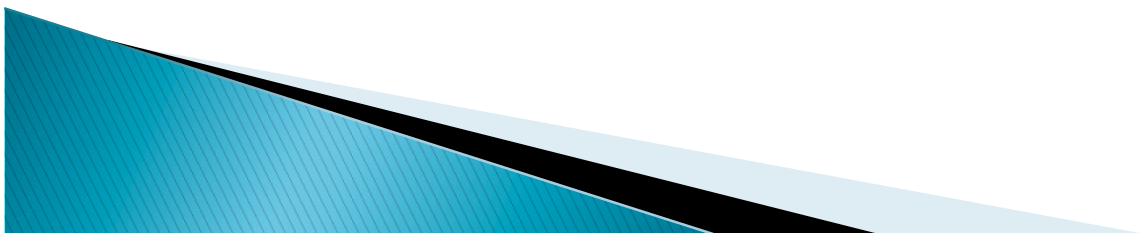
Modern Servant Leader





**SOMETHING NEW IS
TAKING FLIGHT.**

MOSAICTM
LIFE-CARE

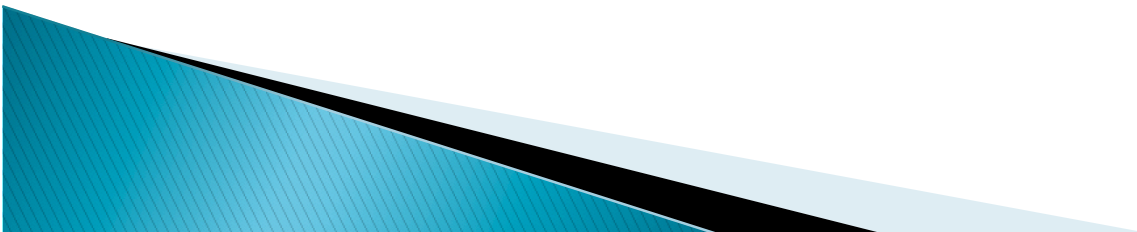
The advertisement features a close-up of a young girl with dark hair smiling and holding a monarch butterfly on her finger. The background is a soft, light blue sky. The text 'SOMETHING NEW IS TAKING FLIGHT.' is in large, bold, blue capital letters. Below it, the 'MOSAIC' logo is displayed in large, bold, black capital letters, with the 'O' replaced by a colorful circular mosaic. The words 'LIFE-CARE' are in smaller, black capital letters below 'MOSAIC'. There are small butterfly icons near the text.

Heartland Health

Core Values

- ▶ Respect
- ▶ Honesty
- ▶ Compassion
- ▶ Trust
- ▶ Integrity
- ▶ Service

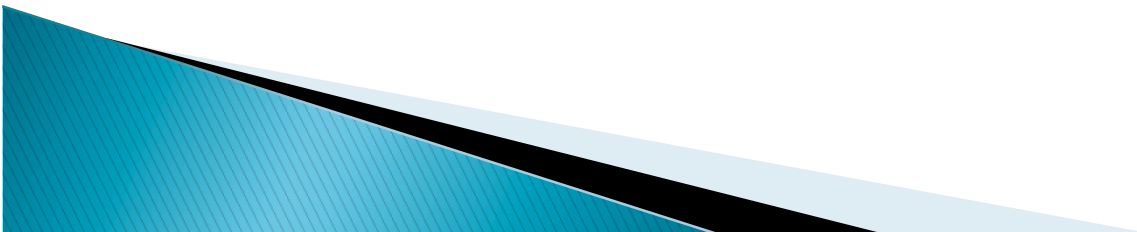
mymosaiclifecare.org



Heartland Health

MO Locations

- ▶ St. Joseph
- ▶ Kansas City
- ▶ Gladstone
- ▶ Excelsior Springs
- ▶ Parkville
- ▶ Smithville
- ▶ Stanberry
- ▶ Cameron
- ▶ Platte City
- ▶ Princeton



Fortune's 100 Best Companies to Work for Practicing SL

- ▶ SAS (#1)
- ▶ Wegmans Food Market (3)
- ▶ Zappos.com (6)
- ▶ Nugget Market (8)
- ▶ Recreational Equipment (REI) (9)
- ▶ Container Store (21)
- ▶ Whole Foods Market (24)
- ▶ QuikTrip (34)
- ▶ Balfour Beatty Construction (40)

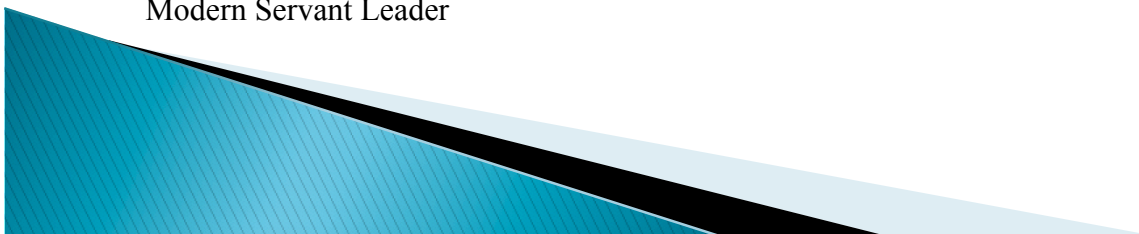
Modern Servant Leader



Fortune's 100 Best Companies to Work for Practicing SL

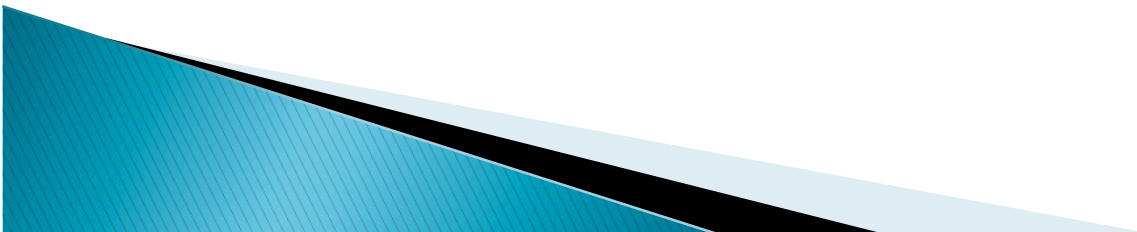
- ▶ TD Industries (45)
- ▶ Intel (51)
- ▶ Aflac (57)
- ▶ Marriott International (71)
- ▶ Nordstrom (74)
- ▶ Men's Wearhouse (87)
- ▶ CH2M Hill (90)
- ▶ Darden Restaurants (97)
- ▶ Starbucks (98)

Modern Servant Leader



Traditional Leadership Models

Compare	Contrast
Leadership is responsive	Active versus passive
Works within the organizational culture	
Employees achieve organizational objectives through rewards and punishment	
Motivates followers by appealing to their own self-interest	



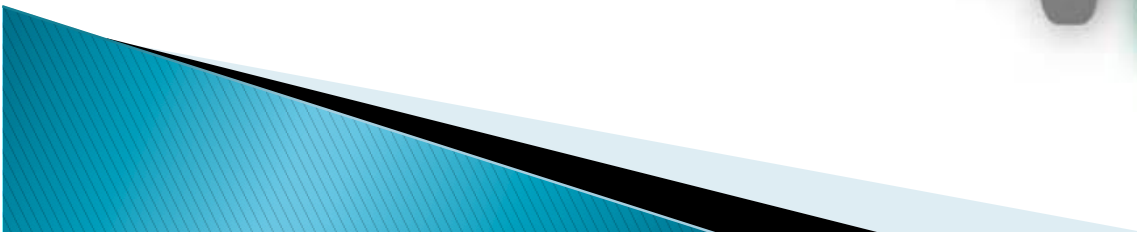
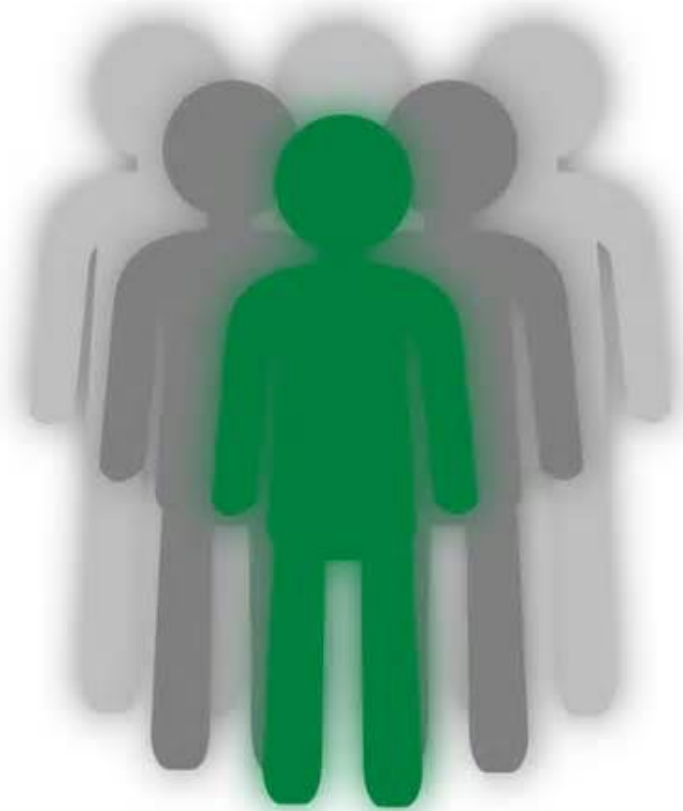
Contemporary Leadership Models

Compare	Contrast
<p>Values based and mission driven.</p> <p>Genuine desire to serve others and are interested in empowering the people they serve.</p> <p>Refuse to compromise on principles.</p> <p>Place high importance on establishing relationships with people.</p> <p>People over production.</p> <p>Stone, Russell and Patterson (2003)</p>	<p>Servant leadership's one-dimensional approach does not change in response to the situation.</p> <p>Employee happiness is the hallmark of success.</p>

Question

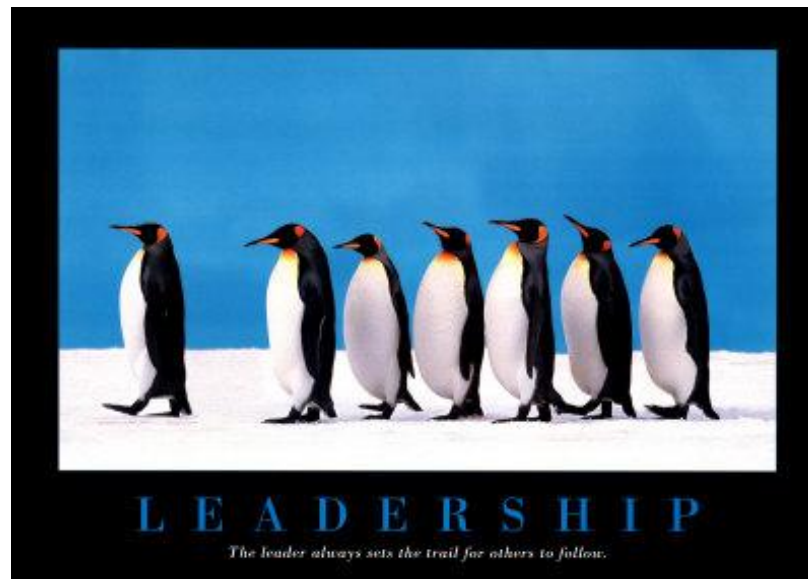
Who in your organization stands out as a leader?

Why?



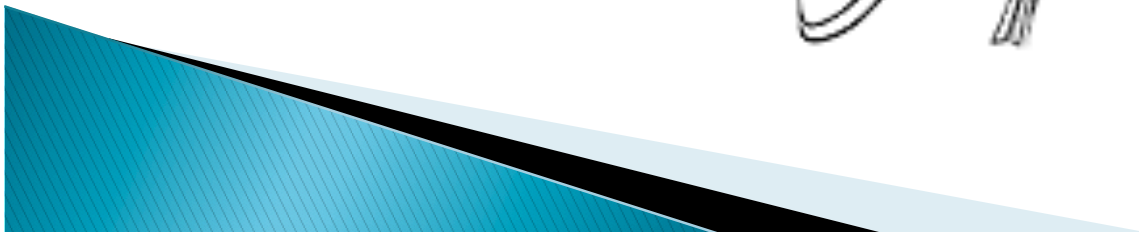
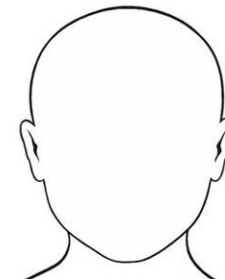
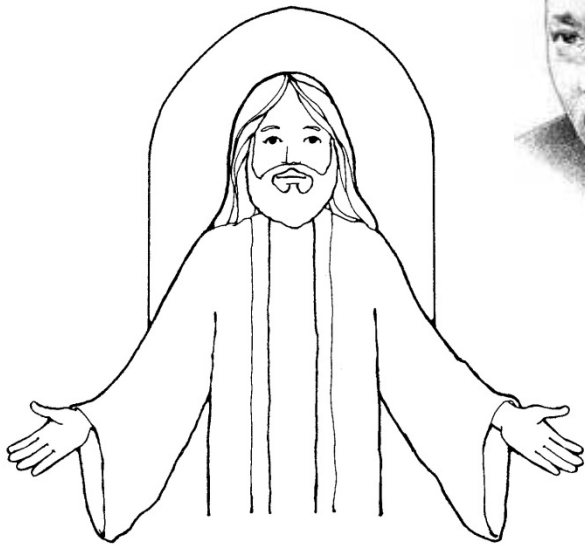
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-John Quincy Adams



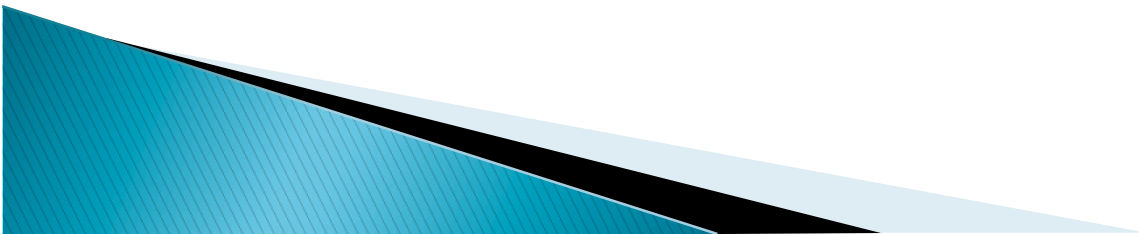
Question

Who inspires you?



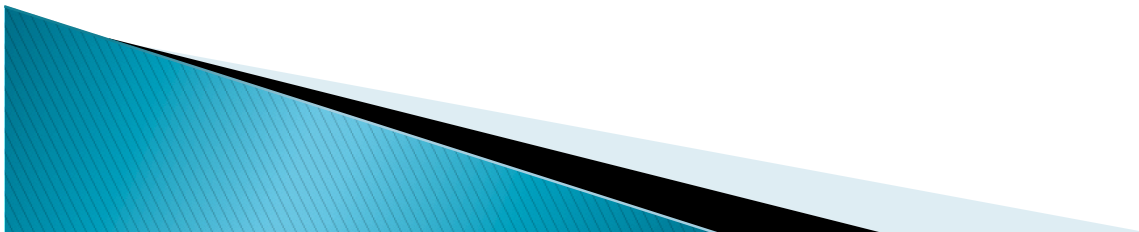
“Lead, follow, or get out of the way”.

-Thomas Paine



Recommended Reading

- ▶ 7 Habits of Highly Effective People
 - Stephen R. Covey (1989)
- ▶ Leading at a Higher Level
 - Ken Blanchard, Ph.D., et. al. (2010)
- ▶ The One Minute Manager
 - Kenneth Blanchard, Ph.D. and Spencer Johnson, M.D. (2005)
- ▶ Zap the Gaps
 - Ken Blanchard, Ph.D., Dana Robinson and Jim Robinson (2002)
- ▶ Who Moved My Cheese?
 - Spencer Johnson, M.D. (1998)



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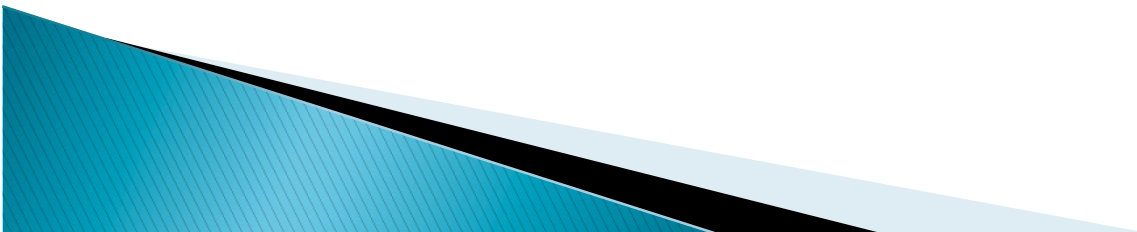
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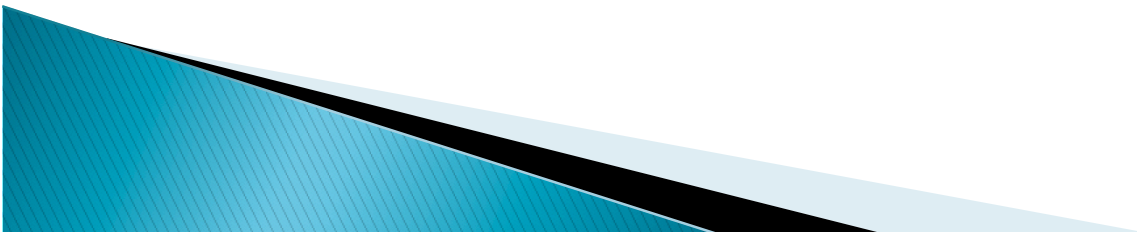
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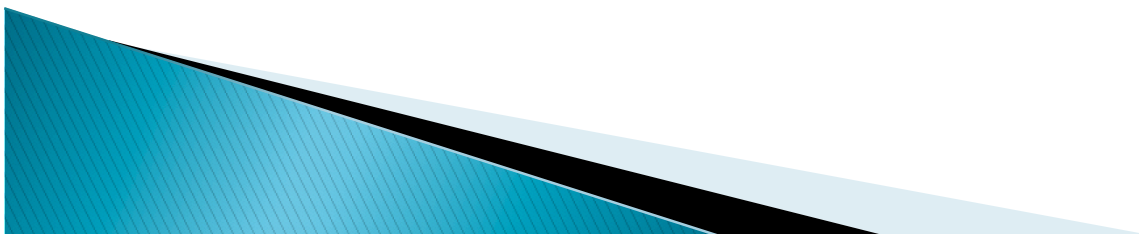
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